[Insert Cover Picture]

Food and Agriculture Supply Tabletop Exercise

Situation Manual

[Date]

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is

Photo Courtesy of [insert source]

intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.

This page is intentionally left blank.

Exercise Agenda

Start Time	End Time	Activity
7:45 a.m.	8:30 a.m.	Registration
8:30 a.m.	8:45 a.m.	Welcome and Participant Briefing
8:45 a.m.	9:45 a.m.	Module One: Pre-Incident Information Sharing
9:45 a.m.	9:55 a.m.	Break
9:55 a.m.	10:55 a.m.	Module Two: Incident Outbreak
10:55 a.m.	11:05 a.m.	Break
11:05 a.m.	12:05 p.m.	Module Three: Recovery
12:05 p.m.	12:30 p.m.	Hot Wash
**All times are approximate*		

This page is intentionally left blank.

EXERCISE OVERVIEW

Exercise Name	Food and Agriculture Supply Tabletop Exercise (TTX)
Exercise Dates	[Indicate the start and end dates of the exercise]
Scope	This exercise is a TTX planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters]. This exercise was developed using materials created by the Cybersecurity and Infrastructure Security Agency (CISA) for a CISA Tabletop Exercise Package (CTEP).
Mission Area(s)	Prevention, Protection, Mitigation, Response, and Recovery [Select appropriate Mission Areas]
Capabilities	• Planning • Public Information and Warning • Operational Coordination • Intelligence and Information Sharing • Public Health, Healthcare, and Emergency Medical Services (EMS) • Logistics and Supply Chain Management • Operational Communications • Situational Assessment • [Insert additional core capabilities as necessary]
Objectives	1. Examine pre-incident and incident information sharing procedures between public and private sector stakeholders, including public messaging procedures. 2. Discuss emergency response plans and procedures to a threat-initiated incident at a Food and Agriculture Supply owner's / operator's facility with a focus on coordination between public and private sector stakeholders. 3. Consider participating organizations' business continuity plans or continuity of operations plans in the aftermath of a threat-initiated incident at a Food and Agriculture Supply owner's / operator's facility. 4. [Insert additional exercise objectives as necessary]
Threat or Hazard	Agroterrorism and Infectious Disease

Scenario	An interactive, discussion-based exercise focused on an infectious disease outbreak in livestock triggered by an agroterrorism attack on the Food and Agriculture Sector. The scenario consists of three modules: Pre-Incident Information Sharing, Incident Outbreak, and Recovery.
Sponsor	[Insert the name of the sponsor organization, as well as any grant programs being used, if applicable]
Participating Organizations	[Please see Appendix A.]
Point of Contact	[Insert the name, title, agency, address, phone number, and email address of the primary exercise point of contact (POC) (e.g., exercise director or exercise sponsor).]

General Information

Exercise Objectives and Capabilities

The exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team (EPT).

Exercise Objectives	Capability
Examine pre-incident and incident information sharing procedures between public and private sector stakeholders, including public messaging procedures.	✓ Planning ✓ Public Information and Warning ✓ Intelligence and Information Sharing
Discuss emergency response plans and procedures to a threat-initiated incident at a Food and Agriculture Supply owner's / operator's facility with a focus on coordination between public and private sector stakeholders.	✓ Planning ✓ Public Information and Warning ✓ Operational Coordination ✓ Public Health, Healthcare, and EMS ✓ Logistics and Supply Chain Management ✓ Operational Communications ✓ Situational Assessment
Consider participating organizations' business continuity plans or continuity of operations plans in the aftermath of a threat-initiated incident at a Food and Agriculture Supply owner's / operator's facility.	✓ Planning ✓ Operational Coordination ✓ Economic Recovery ✓ Health and Social Services
[Insert additional objectives as necessary.]	✓ [Insert additional capabilities as necessary.]

Table 1. Exercise Objectives and Associated Capabilities

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players:** Players have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Observers:** Observers do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitator:** The facilitator provides situation updates and moderates discussions. They also provide additional information or resolve questions as required. Key EPT members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
- **Moderators:** Moderators are responsible for admitting and signing in all participants to the virtual exercise, monitoring the chat area for questions and / or issues, and controlling participant audio.
- **Evaluators:** Evaluator's are assigned to observe and document the discussion during the exercise, participate in data analysis, and assist with drafting the After-Action Report (AAR).

Exercise Structure

This exercise will be a discussion-based, facilitated exercise. Players will participate in the following three modules:

- Module One: Pre-Incident Information Sharing
- Module Two: Incident Outbreak
- Module Three: Recovery

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in discussions of appropriate [mission area] issues.

Exercise Guidelines

- This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your jurisdiction's / organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.

- Issue identification is not as valuable as suggestions and recommended actions that could improve [mission area] efforts. Problem-solving efforts should be the focus.
- The assumption is the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned core capabilities. Players will be asked to complete a participant feedback form. These documents, coupled with facilitator observations and evaluator notes, will be used to evaluate the exercise and then compiled into the AAR / Improvement Plan (IP).

This page is intentionally left blank.

Module One: Pre-Incident Information Sharing

Scenario

[Facility Name and Location]

[Month, Day, Year]

Based on increased chatter online, the Secretary of Homeland Security, in coordination with other federal entities, issues an "Elevated" Threat Alert through the National Terrorism Advisory System (NTAS). The alert warns of a credible terrorist threat against the United States. At this time, there is no specific information that would warrant the release of an "Imminent" Threat Alert.

The alert states the threat is from terrorist groups in the United States with ties to international terrorist organizations. These groups are focused on targeting U.S. food supply and animal agriculture to create mass economic harm and panic. The alert is to remain in place until [Insert Date + 3 months].

The [Insert relevant state or local agency], using the [Insert state / regional fusion center], has passed the alert on to its partners in the Food and Agriculture Sector.

Discussion Questions

1. What type of information is your organization looking to receive about this threat?
2. Does your organization have access to fusion center product distribution lists?
3. Who in your organization would receive information about such threats?
    a. What would your organization do with this information?
    b. What internal information sharing and dissemination processes does your organization currently use?
4. What do private sector stakeholders expect from law enforcement and the intelligence community at this time?

5. Does your organization have a designated representative to act as liaison with your local fusion center?
6. Does your organization train personnel to identify and report suspicious activity?
7. How does your organization triage the information you receive (e.g., formal reporting, rumors, social media) for further dissemination within your organization?
8. If your organization receives information related to potential threats against your facilities and personnel, how would you communicate this information to appropriate entities (e.g., local law enforcement agencies, Joint Terrorism Task Force [JTTF], Federal Bureau of Investigation [FBI], your CISA Protective Security Advisor [PSA], etc.)?
9. What security recommendations, if any, are local, state, and federal law enforcement making to private sector stakeholders at this time?
10. Given evidence of a credible threat to the Food and Agriculture Industry, does your facility conduct reviews of your emergency response plans (e.g., Site Security Plans, Emergency Occupancy Plans, Emergency Actions Plans, or other appropriate plans)?
11. What protective security measures or recommendations, if any, will your facility employ following this threat alert?
12. What key stakeholders outside of your facility would your organization need to notify based on this information?
13. What coordination, including training and exercises, has your organization participated in with local responders or your local fusion center?

Scenario Update

[Facility Name and Location]

[Month, Day, Year + 3 Months]

In the early morning hours at [Insert name of Farm / Ranch / Feedlot facility], a ranch hand is making the usual morning rounds and notices two individuals who appear to be taking pictures of the main entrance and surrounding fencing. As the ranch hand approaches the individuals, they quickly get into their truck and drive away. The ranch hand is unable to describe anything identifiable about the individuals or their truck other than the color but thinks that they were close enough to the entrance that one of the security cameras might have video footage of the incident.

Discussion Questions

1. Would your organization alert local law enforcement about the situation?
    a. Who would make the decision to alert local law enforcement?
    b. Would law enforcement have access to your facility's security cameras?
2. What type of emergency preparedness training does your organization provide for employees?
3. If someone observes identified "suspicious behavior" at your facility, how does your facility report this internally, locally, and within the Food and Agriculture Sector?
    a. Does someone at your facility track suspicious behaviors trends across the Food and Agriculture Sector nationwide?
4. Does your organization participate in Suspicious Activity Reporting (SAR)?
    a. If so, how and to whom does your organization submit the SAR?
    b. What kind of training does your organization conduct regarding SAR?
5. How does your organization communicate internally about credible threats?
    a. What protocols govern this process?
    b. How does leadership communicate this information to employees?
6. Does your organization conduct security-related training with personnel regardingpossible threats? Who is the intended audience for these trainings?

7. How do your facility's protective measures and actions change considering this suspicious behavior?

This page is intentionally left blank.

MODULE TWO: INCIDENT OUTBREAK

Scenario

[Facility Name and Location]

[Month, Day, Year]

It is a busy morning at the [Insert name of Ranch / Farm / Feedlot facility]. As employees make their rounds, a ranch hand notices a portion of fencing has been cut and removed. The ranch hand continues their rounds and inspects the livestock. All livestock seem to be well and there are no other signs of foul play.

[Facility Name and Location]

[Month, Day, Year + 5 Days]

Five days have gone by since the ranch hand discovered the damage to the fence. On this morning's rounds, a ranch hand observes several cattle drooling excessively and limping. The ranch supervisor, who employees informed about the situation, contacts the on-hand farm veterinarian to inspect the herd. After inspecting the livestock, the veterinarian confirms the cattle's symptoms the ranch-hand described, and reports signs of fever as well as blisters and lesions on the cattle's mouths and feet. Following his initial probe, the veterinarian recommends the ranchers separate the symptomatic cattle from the general population. The veterinarian then notifies the [Insert State Animal Health Official].

[Insert local time and time zone]

[Insert State Animal Health Officials] instruct the facility to collect samples for lab testing. After taking their samples, the health officials order the ranchers to quarantine the symptomatic cattle. The preliminary lab test results indicate a positive test of food-and-mouth disease (FMD). To prevent the spread of FMD to susceptible species at other facilities, [Insert State] Health Officials, in conjunction with [Insert any Federal Animal and / or Health Agency Officials], initiate statewide livestock movement restrictions and begin notifying the public of the situation.

Discussion Questions

1. What type of response structure would animal health officials establish?
    a. Who would oversee the response structure?
    b. What is law enforcement's role in this process?
    c. What are private sector stakeholders' roles in this process?

2. What are your organization's information sharing responsibilities while responding to the incident?
3. How do your organization's emergency response plans (e.g., Site Security Plans, Emergency Occupancy Plans, Emergency Actions Plans, or other appropriate plans) address the incidents described in this module?
4. What information, if any, would your organization disseminate to the public?
    a. How quickly would your organization notify the public of the incident?
    b. Who is responsible for this messaging to the public?
5. What measures does your organization take to mitigate the effects of fake or misleading information?
    a. Would your organization try to correct fake or misleading information?
    b. Who would be responsible for the corrections?
    c. How could your organization mitigate fake or misleading information from spreading?
6. What resources or information do law enforcement and health officials need from your facility to respond to this incident?
7. What actions are local, state, and federal law enforcement agencies taking at this point?
8. What actions is your facility taking to comply with animal health officials' requests?
    a. Does your facility have the necessary resources to comply with these requests?
    b. Does your facility have a plan to monitor all asymptomatic livestock?
9. At this point, has your facility prepared to restrict the transport of cattle?
10. What happens to livestock that may have come in contact with infected cattle, trailers, equipment, etc.?
    a. What is your organization's plan for quarantining your remaining livestock?
11. If a vaccine becomes available to treat infected livestock, how does your facility decide whether to vaccinate or slaughter infected animals?
    a. How does your organization dispose of deceased livestock?

12. What information regarding animal health and diseases does the state veterinarian provide ranchers?
13. Does your facility need to notify additional organizations?
14. How would your organization handle questions from consumers?
    a. How would your organization address consumer confidence?

MODULE THREE: RECOVERY

Scenario

[Facility Name and Location]

[Month, Day, Year + 9 Days]: 2:30 p.m. [Insert local time zone]

A group known as the Universal Adversary (UA) claimed responsibility for the disease outbreak citing the goal to cause economic harm. Because of a rapid response, local and state health officials, as well as law enforcement, contained the disease outbreak within [insert state / area]. Local and national news media descended upon the [Insert Farm / Ranch / Feedlot facility]. Reporters are currently attempting to interview any employees of the [Insert Ranch / Farm / Feedlot facility] and gather as much information as possible from health and emergency management officials.

Discussion Questions

1. What are your organization's immediate goals in the recovery process, and what do you see as your greatest challenges?
2. What protective security measures will your organization employ following this attack?
    a. Does your organization coordinate protective measure implementation with any other organization within the Food and Agriculture Sector, or with government entities, such as law enforcement agencies and your CISA PSA?
3. What measures would other members of the Food and Agriculture Industry put in place?
4. What measures would local law enforcement take at this time to protect similar facilities (e.g., outreach, increased vigilance, etc.)?
5. How would your organization review and update your emergency response plans (e.g., Site Security Plans, Emergency Occupancy Plans, Emergency Actions Plans, or other appropriate plans) after completing the response to these incidents?
6. Does your organization have a business continuity or continuity of operations plan?
    a. If so, how does your continuity plan address economic loss?
    b. Does your organization's insurance cover losses to collateral industries?

7. Does your organization have a media plan? If so, how does your organization coordinate and implement it with other stakeholder's organizations?
8. What would [Insert Ranch / Farm / Feedlot facility] need to do to convince the public and patrons that the food supply is safe for consumption?
9. What would [Insert Ranch / Farm / Feedlot facility] need to do to convince the public and patrons that you are prepared and trained to thwart a similar attack?
    a. How does your organization communicate your preparation and planning to the public?

This page is intentionally left blank.

APPENDIX A: EXERCISE PARTICIPANTS

Participating Organizations
Private Sector
[Private sector participants]
Local
[Local Participants]
State
[State Participants]
Federal
[Federal participants]
Other
[Insert additional participants]

This page was intentionally left blank.

APPENDIX B: RELEVANT PLANS

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]

This page is intentionally left blank.

APPENDIX C: ACRONYMS

Acronym	Term
AAR	After-Action Report
CISA	Cybersecurity and Infrastructure Security Agency
CTEP	CISA Tabletop Exercise Package
EMS	Emergency Medical Services
EPT	Exercise Planning Team
FBI	Federal Bureau of Investigation
FMD	Food-and-Mouth Disease
IP	Improvement Plan
JTTF	Joint Terrorism Task Force
NGO	Non-Governmental Organization
NTAS	National Terrorism Advisory System
POC	Point of Contact
PSA	Protective Security Advisor
SAR	Suspicious Activity Reporting
SitMan	Situation Manual
SME	Subject Matter Expert
TTX	Tabletop Exercise
UA	Universal Adversary